

## PUBLIC SUMMARY

Philips Avent is a company engaged in the development and worldwide sale of products for mothers and their young children. Examples of products are baby bottles, breast pumps, teats and all kinds of breastfeeding accessories. (figure 1) The Stage-Gate theory is used for the development of these products. How this theory is applied in practice for product development within Philips Avent is the focus of this project, resulting in the research goal *"Solving the irregularities that emerge when comparing process-driven product development with information-driven product development through case study at Philips Avent"*.



Figure 1: Products of Philips Avent.

First, the methodology of R. Cooper's Stage-Gate methodology is described according to the theory. Next, the hybrid model Agile-Stage-Gate is introduced and it is explained how this theory is expressed at Philips Avent. In the product development process at Philips Avent, a distinction is made between the development of new products and the redevelopment of products. In both projects the Agile Stage-Gate theory is applied.

In order to gain insight into the differences between applying this methodology in practice and in theory, interviews were held with project members of Philips Avent. These interviews were conducted using the Design Game method. These interviews provided insights into the working method within Philips Avent and revealed irregularities in the application of the Agile Stage-Gate theory in practice.

On the basis of the irregularities analysed, requirements have been drawn up for the development of a concept. Related to these requirements, a validation or verification method is mentioned for each requirement. Concepts have been developed based on the requirements specification. The developed concepts each focus on one irregularity that emerged from the analysis. The concept that has been chosen as a concept that will be further developed focuses on working towards the end product.

The final concept is designed in the form of a template, which can be applied to meetings. (Figure 2) The implementation of this concept aims to provide project members with a visual overview of the status of the project. In this way the team members become aware of the status of the product that is being developed in a visual way. In addition to the document focus of the presentation a visual aspect is added that emphasises the end product. By doing so, it is stimulated to work towards the end product in a targeted way and to give a better overview of the way in which the documents contribute to it. Given this, this concept is a solution to the irregularity that there is no overview in the project for the project members due to the complexity. Moreover, this concept also aims to shift the focus from documents to the final product.

Validation and verification took place by evaluating the concept with Philips Avent team members. Although testing of the concept could not take place in an actual meeting, the expected impact was evaluated during several evaluation sessions. This showed that the concept will have the intended effect, but that there is still room for improvement in the area of detailing.

In conclusion, the developed concept solves an irregularity that emerged from the analysis of the product development method within Philips Avent. Before the concept can be implemented, tests will have to be done within projects of Philips Avent, in order to further develop the concept in detail.

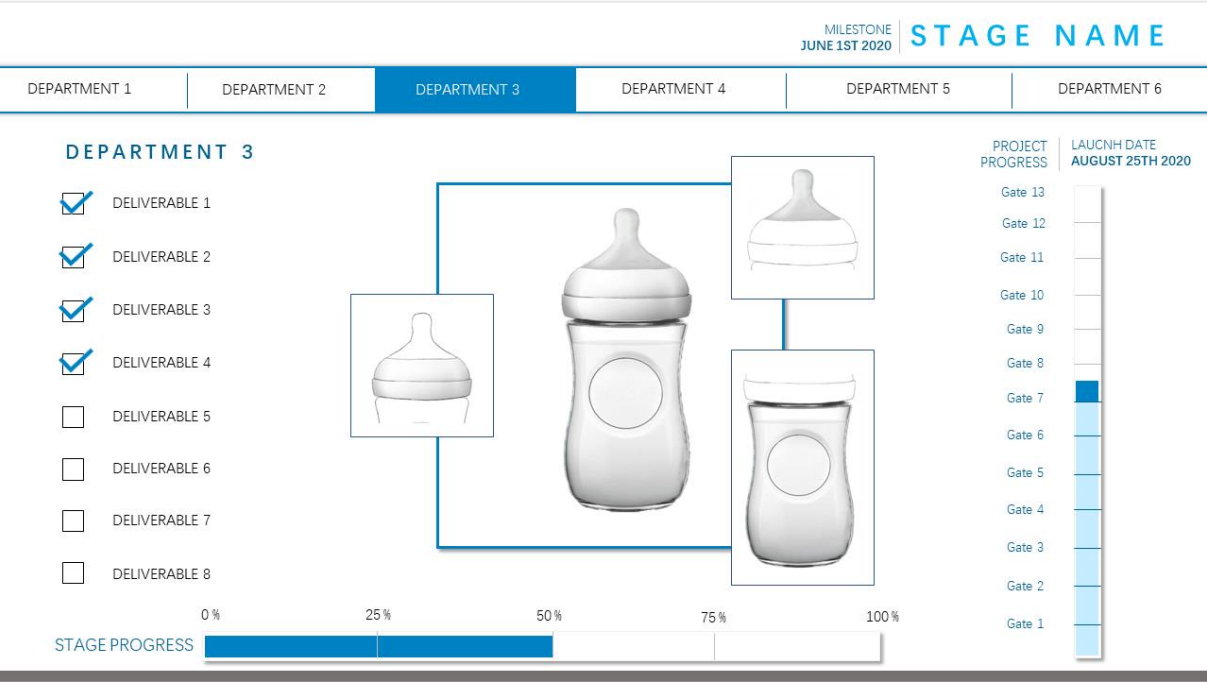


Figure 2: Template for the presentation with a visual overview of the status of the deliverables